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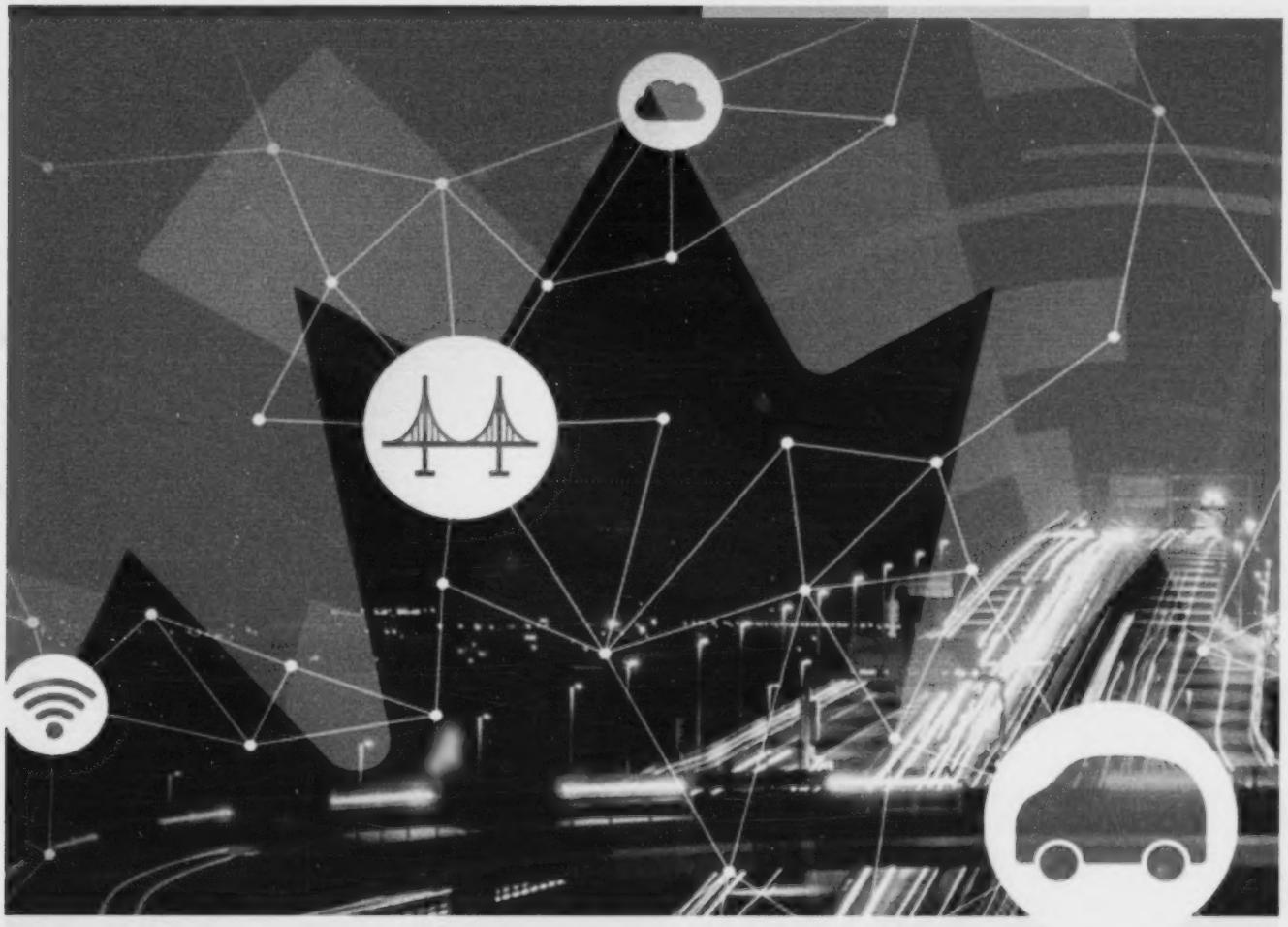

2016-17

DEPARTMENTAL RESULTS REPORT

The Honourable Amarjeet Sohi
Minister of Infrastructure and Communities

Canada

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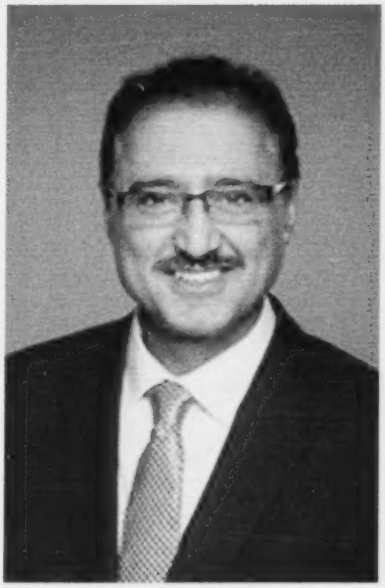
Minister's message



As Canada's Minister of Infrastructure and Communities, I am pleased to present Infrastructure Canada's Departmental Results Report for 2016-2017.

Formerly known as the "Departmental Performance Report", this new, simplified report tells our performance story in a clear and balanced way, based on the objectives laid out in our 2016-2017 Report on Plans and Priorities.

This year has been one of great progress and accomplishments. The next phase of our Investing in Canada plan was announced in Budget 2017. Through this new plan, the government will invest more than $180 billion in infrastructure for Canadian communities. This will help us achieve our overarching goals to reduce greenhouse gas emissions, build strong, inclusive communities and grow Canada's economy. It will lead to shared growth and will create opportunities for the middle class and those working hard to join it.

We have been working with our partners to set priorities for a new era of infrastructure investment, focussing on public transit, green infrastructure, social infrastructure, trade and transportation infrastructure, and rural and northern communities.

Our progress on our Budget 2016 commitments continues to advance. We signed bilateral agreements with all provinces and territories to invest $3.4 billion through the Public Transit Infrastructure Fund, and $2 billion through the Clean Water and Wastewater Fund. As of mid-October 2017, $4.1 billion in funding was approved for 3,399 projects across the country through these two new programs. We also worked to accelerate funding under the New Building Canada Fund to address the most pressing infrastructure needs of our partners.

In addition, we continued to oversee the Toronto Waterfront Revitalization Initiative, as well as two critical projects that will improve key trade corridors for Canada: the New Champlain Bridge in Montréal and the new Gordie Howe International Bridge between Windsor and Detroit.

I am pleased to report that we introduced two new initiatives this year: the Canada Infrastructure Bank, which will provide a new tool for our partners to finance and build

more infrastructure; and the Smart Cities Challenge, which will encourage communities, large and small, to take bold action to improve outcomes for their residents by applying a smart city approach that leverages connected technology and data.

In the coming year, I will continue to meet the commitments outlined in my mandate letter. I am confident that my colleagues at Infrastructure Canada will support me in delivering the investments that will transform the way Canadians live, move and work, ensuring that Canada's communities continue to be great places to call home.

The Honourable Amarjeet Sohi, P.C., M.P.

Minister of Infrastructure and Communities

Results at a glance

Key Departmental Achievements

- ✓ Began implementing the Investing in Canada Plan as the lead department for this Government of Canada initiative.
- ✓ Delivered the initial phase of the Investing in Canada Plan by launching four new transfer payment programs, accelerating funding under existing programs, transferring funds from older programs and removing the P3 screen. Altogether, Infrastructure Canada committed approximately $9 billion for almost 2,000 new projects, representing over $22 billion in overall infrastructure investments – in addition to ongoing payments from the federal Gas Tax Fund. This is a seven-fold increase in total funding commitments compared to last year.
- ✓ Explored new approaches to infrastructure funding and financing by working towards the creation of the Smart Cities Challenge and the new Canada Infrastructure Bank.
- ✓ Made progress towards a results culture by collaborating with federal partners to develop a horizontal reporting framework for the Investing in Canada Plan.
- ✓ Worked with Statistics Canada to develop and launch Canada's Core Public Infrastructure Survey. The Survey will provide a national picture of the current state and performance of infrastructure across Canada, and will be the first national survey regarding core public infrastructure.
- ✓ Celebrated the one-year anniversary of the beginning of the construction of the New Champlain Bridge Corridor project in July 2016 and marked important milestones such as, the installation of key components of the bridge's main pylon.
- ✓ Continued to work with the Windsor–Detroit Bridge Authority, the State of Michigan, the U.S. Government, and Canadian federal partners to advance the Gordie Howe International Bridge project and completed the purchase of all Canadian properties required for the border crossing.

What funds were used in 2016–17?	**Who was involved in 2016–17?**
$3,207,766,272	385
Actual Departmental Spending	**Actual Departmental Full-Time Equivalents**

For more information on the Department's plans, priorities and results achieved, see the "Results: what we achieved" section of this report.

Raison d'être, mandate and role: who we are and what we do

Raison d'être

The key to building Canada for the 21st century is a strategic and collaborative long-term infrastructure plan that builds cities and communities that are economically vibrant, strategically planned, sustainable and inclusive. Infrastructure Canada works in partnership with all orders of government and other partners to enable investments in economic, social and green infrastructure as well as the infrastructure needed to increase trade and economic growth.

Mandate and role

Public infrastructure provides a foundation to help Canadians maintain and improve their quality of life. The federal government's interest originates from its jurisdictional responsibilities for trade and security, its fiduciary responsibility to First Nations living on-reserve, and the role that public infrastructure plays in addressing Canada's national priorities of growing the economy and protecting the environment. Strategic infrastructure investments are needed to create jobs, build sustainable communities and support economic growth for years to come. Infrastructure investments help address complex challenges that Canadians face every day – ranging from the rapid growth of our cities, to climate change, and threats to our water and land.

Infrastructure Canada provides long-term predictable support to help Canadians benefit from world-class, modern public infrastructure. The Department achieves this by making investments, building partnerships, developing policies, delivering programs, and fostering knowledge about public infrastructure in Canada. Since it was established in 2002, the Department has been managing federal infrastructure investments by working with provinces, territories, municipalities, other federal departments and agencies, the private sector and non-profit organizations to help support sustained economic growth, build stronger, more inclusive communities, and create more middle-class jobs for Canadians.

In the spring of 2016, the Government of Canada announced the initial phase of a new long-term infrastructure plan—the Investing in Canada plan—with close to $12 billion to be invested in public transit, green infrastructure and social infrastructure. Through the 2016 Fall Economic Statement and Budget 2017, the Government of Canada announced its long-term vision for the plan and committed to invest an additional $81 billion through

to 2027-2028 in public transit; green infrastructure; social infrastructure; trade and transportation infrastructure; and rural and northern communities. Infrastructure Canada will be at the forefront, helping the Government deliver on these new initiatives. The Government also announced a proposal to establish two new innovative initiatives: the Canada Infrastructure Bank and the Smart Cities Challenge.

Investing in Canada: A Transformational Infrastructure plan

In Budget 2016, the government made immediate investments of $11.9 billion in public transit, green infrastructure and social infrastructure. The 2016 Fall Economic Statement and Budget 2017 proposed an additional $81 billion through to 2027-28 in public transit; green infrastructure; social infrastructure; trade and transportation infrastructure; and rural and northern communities. Taking into account existing infrastructure programs, the government will be investing more than $180 billion over 12 years.

Back in 2011, the Government of Canada committed to building a new bridge over the St. Lawrence River to ensure safe and efficient transportation for commuters, public transit users and commercial vehicles. Infrastructure Canada is the project authority responsible for delivering the New Champlain Bridge Corridor project in Montréal, Quebec. The existing Champlain Bridge is one of the busiest bridges in Canada, with over 40 million vehicles and 11 million transit commuters per year. It is also a major Canada-United States trade corridor, handling $20 billion of international trade annually. This project includes the construction of a new Champlain Bridge to be completed in 2018, as well as major improvements to the traffic corridor leading to the bridge to be completed in 2019. These include a widening of the federally-owned portion of the A-15 Highway and the replacement of the Nuns' Island (Île-des-Soeurs) Bridge, scheduled for completion in 2019. The new Champlain Bridge will increase the capacity and efficiency of our gateway and corridor infrastructure regionally and nationally.

On November 4, 2015, the Minister of Infrastructure and Communities was given responsibility for the Gordie Howe International Bridge project between Windsor, Ontario, and Detroit, Michigan. This is our most important trade corridor, with our largest trading partner. Nearly 30 percent of Canada-United States trade by truck goes through Windsor–Detroit, representing approximately $100 billion per year of merchandise trade. This project, the largest bi-national infrastructure project along the Canada–United States border, will connect Highway 401 in Ontario and the Interstate system in Michigan and improve border processing and capacity. The Windsor–Detroit Bridge Authority, a Crown corporation, is responsible for delivering this project, which will help create

thousands of construction jobs and long-term employment opportunities on both sides of the border.

Also on November 4, 2015, the Minister of Infrastructure and Communities was designated as the Minister responsible for federal matters relating to the Toronto Waterfront Revitalization Initiative. The Government of Canada, the Province of Ontario and the City of Toronto created Waterfront Toronto in 2001 through provincial legislation to oversee and lead the renewal of Toronto's waterfront. The key drivers of the waterfront revitalization are reconnecting people with the waterfront, design excellence, sustainable development, economic development and fiscal sustainability.

For more general information about the Department, please consult the "Supplementary information" section of this report. For more information on the Department's organizational mandate letter commitments, see the Minister's mandate letter.[i]

Operating context and key risks

Operating context

Canadians recognize the value of high-quality infrastructure. They know that improved infrastructure can generate long-term economic and social benefits for their communities. Climate change, emerging technologies, increasing urbanization, evolving social and capital needs, and challenges in rural and northern communities influence the kind of infrastructure needed in the 21st century. These external factors drive the need for a comprehensive long-term infrastructure plan.

Through the Investing in Canada Plan, the Government of Canada is making historic new investments in infrastructure to build the cities of the 21st century and provide communities across the country with the tools they need to innovate and prosper. To do this, the federal government is investing more than $180 billion over 12 years in five key areas: public transit; green infrastructure; social infrastructure; trade and transportation infrastructure; and rural and northern communities. To align with the new investments, Infrastructure Canada has made changes to its existing transfer payment programs to make them more flexible and responsive. Critical trade infrastructure continues to receive special attention, as Infrastructure Canada continues to oversee the New Champlain Bridge Corridor project and support the Windsor–Detroit Bridge Authority in advancing the Gordie Howe International Bridge project.

Infrastructure Canada works with many partners, including provinces, territories and municipalities, as the majority of its programs are cost-shared with other levels of government. Once federal funding is known and committed, parties can plan and prioritize work. In general, a number of pre-planning activities must take place before actual construction of an infrastructure project gets underway. As a result, there may be a lag between when the funding was committed to actual project start date. The Department's infrastructure programs are currently designed in a way that funds flows from Infrastructure Canada based on requests for reimbursements.

Key risks

Infrastructure Canada applies a comprehensive approach to identify, assess and manage risks at the strategic, operational, program and project levels. This includes conducting regular environmental scans with the direct participation of senior management. The table below provides an overview of key corporate risks and the results of risk response strategies. As in previous years, the Department has reviewed and updated risks in the context of emerging environmental risk factors and progress made by implementing risk responses.

Risks	Mitigating strategy and effectiveness	Link to the Department's programs	Link to mandate letter commitments or to government-wide and departmental priorities
Timely delivery of the New Champlain Bridge Corridor project	To ensure the timely delivery of the new Champlain Bridge, Infrastructure Canada continued to oversee the Public-Private-Partnership Project Agreement with the Signature on the Saint Lawrence Group. Specific measures included: • Close monitoring of the project to ensure that the private partner conducts the work as agreed under the terms of the Project Agreement; • Day-to-day management of the project; • Using the established interdepartmental governance structure to provide strategic direction; and • Making timely decisions to address operational issues and resolve problems as they arise.	PAA Program 1.6 New Bridge for the St. Lawrence Corridor project	Mandate letter commitment to move forward on a toll-free replacement for the Champlain Bridge Departmental Priority 2 as stated in the 2016–17 Report on Plans and Priorities
Sufficient capacity for the effective delivery of new funding related to the Government's long-term infrastructure plan and the New Building Canada Fund (including program enhancements) might not be maintained due to constrained operating budgets	Employees who administer sunsetting programs were also assigned to new programs, which are designed and administered in close collaboration with provinces and territories. The Department entered into contribution agreements with the Federation of Canadian Municipalities to deliver two new programs. Finally, new teams were created to advance the Canada Infrastructure Bank and the Smart Cities Challenge. These teams report directly to the Deputy Minister. We achieved efficiencies in program delivery by adopting a full project lifecycle approach and streamlining the Project Review Panel process. Positive best practices were also adopted. Having analysts focus exclusively on specific programs has resulted in increased knowledge and	PAA Program 1.3 Investments in National Infrastructure Priorities PAA Program 1.4 Large-Scale Infrastructure Investments PAA Program 1.5 Infrastructure Investments in Small Communities and Rural Areas	Mandate letter commitment to develop a long-term plan to deliver significant new infrastructure funding to provinces, territories and municipalities Departmental Priority 1 as stated in the 2016-17 Report on Plans and Priorities

	information sharing, which in turn, has resulted in better decision-making.		
Timely delivery of services and solutions within the Department to support internal business pressures while contributing to current and future large-scale, whole-of-government initiatives	Infrastructure Canada ensured that it had adequate resources to deliver timely Information Management/ Information Technology, Communication Services, Human Resources, Finance and other enabling services, in support of new and ongoing business requirements. In particular, the Department continued to foster a strong relationship with Shared Services Canada and Public Services and Procurement Canada, and to regularly inform employees about change. The Department's governance structure is uniquely accessible to all employees, allowing for problems to be identified and addressed more efficiently. The Department's planning mechanisms evolved to strengthen the linkages between the Mandate letter, the Departmental Plan, the Integrated Business Plan and employees' Performance Management Agreements. In response to the new Policy on Results, the Department started the development of a Departmental Reporting Framework.	Internal Services	Departmental Priority 4 as stated in the 2016–17 Report on Plans and Priorities
Timely request for approvals of the required Government Authorities to advance the Gordie Howe International Bridge project	When the Request for Proposal process is concluded and a private sector partner is selected, Treasury Board authority will be required prior to entering into a contract. To mitigate possible delays, Infrastructure Canada and the Windsor-Detroit Bridge Authority have developed a project schedule to manage the steps and timelines leading up to the signing of the P3 contract.	PAA Program 1.4 Large-Scale Infrastructure Investments	Departmental Priority 3 as stated in the 2016–17 Report on Plans and Priorities

Other risk control measures

One of Infrastructure Canada's key risk control measures related to implementing transfer payment programs is the Project Review Panel (PRP). The PRP provides assurance to the Deputy Minister and the Minister that, for each project within the Minister's delegated authority, an independent challenge function is performed by senior management (and two independent external members). It also provides assurance that the authority for the Minister to proceed without Treasury Board approval is documented and fully justified. The PRP supports the Department in its need for rigorous due diligence and efficient and effective program management and delivery. The PRP has demonstrated its capacity to review, perform its challenge function and either send back or recommend for approval a large number of projects within a short period of time. A project is typically reviewed by the PRP at two stages: first, to recommend the project to the Minister for approval-in-principle, and second, before the legally binding contribution agreement is signed.

In 2016–17, there were 60 PRP meetings held with the following results:

- 118 projects were recommended for approval-in-principle under the Building Canada Fund – Major Infrastructure Component, and the New Building Canada Fund – Provincial-Territorial Infrastructure Component – National and Regional Projects;
- 215 projects were recommended under the New Building Canada Fund – Provincial-Territorial Infrastructure Component – Small Communities Fund;
- 955 projects were recommended under the Clean Water and Wastewater Fund;
- 896 projects were recommended under the Public Transit Infrastructure Fund;
- and 11 projects were reviewed and recommended that required Treasury Board approval through a streamlined process.

For the majority of its programs, Infrastructure Canada enters into an agreement that includes a maximum federal contribution, which is used to reimburse eligible project costs after they are incurred and paid by the recipient or when specific progress have been achieved on program delivery. This essential risk control measure reinforces the Department's accountability in cases where a project may be cancelled or undergo a change that affects its budget. This impacts the results presented in this report in two ways:

- When funding recipients experience delays in completing projects or submitting claims, Infrastructure Canada's ability to meet its planned spending for a fiscal year is negatively impacted.

- When funded projects go over budget, they contribute to surpassing the Department's targets for leveraging funds from other levels of government.

As these instances occur with some frequency in the results tables presented in this report, it is important to understand their link to this key risk control measure.

Results: what we achieved

Programs

Program 1.1: Funding for Provincial-Territorial Priorities

Description

This program provides predictable funding to each province and territory to enhance Canada's public infrastructure system. Federal payments to provinces and territories are made in accordance with the terms and conditions of signed funding agreements, including federal acceptance of Capital Plans and Expenditure Reports. Funding through this program leverages additional contributions from other funding partners to increase overall investment in public infrastructure for Canadians. Payments may be made up-front and cost-sharing provisions apply to a capital plan as a whole, and not the individual initiatives within a capital plan. This program uses funding from the Provincial-Territorial Infrastructure Base Fund transfer payment.

Results

Following the acceleration of the Provincial-Territorial Infrastructure Base Fund, all funds available under this program ($2.3 billion) were committed as of March 31, 2014. The program has predominantly provided funding for highway projects.

By March 31, 2017, five of 13 jurisdictions completed all reporting obligations and received their final payments. The program is fully closed for three of these jurisdictions. Funding agreements for the remaining jurisdictions have been extended to allow them to complete all initiatives and reporting requirements and reconcile the cost-sharing requirements against final initiative costs. These extended funding agreements are expected to close out over the next two years, ending by March 31, 2019.

Infrastructure Canada and provincial and territorial governments continue to work closely to provide guidance on completing reporting requirements and to ensure that cost-sharing program requirements are met as initiatives continue to be completed.

In 2016–17, the extensions requested by a majority of recipients impacted the actual spending in the fiscal year.

Results achieved

Expected results	Performance indicators	Targets*	Date to achieve target	2016–17 Actual results	2015–16 Actual results	2014–15 Actual results
Funding for provincial-territorial priorities leverages investments in infrastructure by other partners to increase overall investment in public infrastructure for Canadians	Funding leveraged from partners as a percentage of federal funding for provinces	100%	March 31, 2017	158%	156%	155.8%
	Funding leveraged from partners as a percentage of federal funding for territories	33%	March 31, 2017	51%	51%	50.1%

* Cumulative targets over the life of the program, estimated up to March 31, 2018.

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
97,380,082	97,380,082	97,327,297[1]	3,064,280[2]	(94,315,802)

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
1	3	2

[1] The 2016–17 Total authorities available for use under this Program was lower than the 2016-17 Main Estimates as the operating amount was readjusted for 2016-17.

[2] The 2016–17 Actual spending under this Program was lower than anticipated, as the Department received fewer claims for completed projects than expected.

Program 1.2: Permanent and Flexible Public Infrastructure Funding

Description

In support of community infrastructure for Canadians, this program provides long-term and predictable funding for municipalities, supporting long-term municipal planning and asset management in order to address infrastructure priorities. Funding is provided to build and rehabilitate public infrastructure based on overall compliance with the terms and conditions of the governing agreements. Federal funding is provided up-front and does not need to be used in the year it is provided. This program uses funding from the federal Gas Tax Fund transfer payment.

Results

In 2016–17, all jurisdictions received their payments. In total, $2.1 billion was transferred to jurisdictions under the federal Gas Tax Fund. Of this amount, $2.07 billion flowed to provinces and territories in accordance with the federal Gas Tax Fund Administrative Agreements. An additional $30 million was transferred from older federal infrastructure programs in accordance with Budget 2016[3].

The projects funded by the federal Gas Tax Fund fall into a wide range of categories. In 2015–16, a total of 1,460 projects were completed[4]. Local roads were the most commonly funded projects, followed by drinking water and wastewater projects.

In response to the 2016 Spring Report of the Commissioner of the Environment and Sustainable Development, the Department took steps to improve performance reporting for the federal Gas Tax Fund. In January 2017, Infrastructure Canada successfully hosted an intergovernmental Gas Tax Fund workshop, which provided an opportunity for discussion and collaboration between federal, provincial, territorial and municipal officials, as well as officials from two major municipal associations. The workshop focused on reporting on outcomes and asset management best practices. The Department provided signatories with reporting guidelines to help them better report on results with a focus on three specific and measureable outcomes:

- provide municipalities with access to a predictable source of funding;
- invest in community infrastructure; and
- support and encourage long-term municipal planning and asset management.

The first outcomes reports are expected in 2018.

[3] In Budget 2016, all provinces and territories were given until March 31, 2016 to prioritize funding for proposed projects under older federal infrastructure programs. Any uncommitted funds were transferred to the federal Gas Tax Fund by March 31, 2017.

[4] At the time of publication, the lists of projects funded in 2016–17 were not yet available.

Results achieved

Expected results	Performance indicators	Targets	Date to achieve target	2016–17 Actual results	2015–16 Actual results	2014–15 Actual results
Provinces, territories and municipal associations are accountable for funding provided to local governments through Permanent and Flexible Public Infrastructure Funding	Percentage of jurisdictions in compliance with agreement reporting requirements	100%	March 31, 2017	100%	93%	93%
Municipalities have access to Permanent and Flexible Infrastructure Funding to build and improve infrastructure	Percentage of Gas Tax Fund allocation flowed to agreement signatories	100%	March 31, 2017	100%	100%	100%

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
2,074,601,337	2,074,601,337	2,103,972,917[5]	2,102,832,309[6]	28,230,972

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
23	15	(8)

[5] The 2016–17 Total authorities available for use under this Program were higher than the 2016–17 Main Estimates as funding authorities were transferred from older federal infrastructure programs to flow through the federal Gas Tax Fund to provinces and territories in accordance with Budget 2016. This transfer of funding authorities (Voted spending) ensures that funds will be directed towards municipal infrastructure priorities in the near term.

[6] Funding under this program typically represents statutory spending. However, the 2016–17 Actual Spending also includes Voted spending, which is the transfer of funding from older federal infrastructure programs to provinces and territories through the federal Gas Tax Fund. The transfer of Voted spending through the federal Gas Tax Fund ensures that funds will be directed towards municipal infrastructure priorities in the near term.

Program 1.3: Investments in National Infrastructure Priorities

Description

This program directs funding to infrastructure projects that help to advance national priorities that are important to Canadians. Funding is provided through merit-based review of proposals (by Infrastructure Canada or the Federation of Canadian Municipalities), or notional allocations to provinces and territories. Funding through this program leverages additional contributions from other funding partners for eligible infrastructure projects or capacity-building initiatives. Payments are provided as work progresses under the terms of signed contribution agreements. This program uses funding from the following transfer payments: the New Building Canada Fund – National Infrastructure Component, Green Infrastructure Fund, Border Infrastructure Fund, Inuvik to Tuktoyaktuk Highway Fund, Public Transit Infrastructure Fund, Clean Water and Wastewater Fund, Asset Management Fund, and Capacity Building for Climate Change Challenges Fund.

Results

Budget 2016 laid the foundation for the Government's long-term infrastructure plan, which included the launch of four new transfer payment programs. The **Public Transit Infrastructure Fund** provides funding to help accelerate municipal investments in public transit. The **Clean Water and Wastewater Fund** provides funding for projects that will provide Canadian communities with more reliable water and wastewater systems, while better protecting the environment.

For both the Public Transit Infrastructure Fund and the Clean Water and Wastewater Fund, funding agreements were signed with all provinces and territories for over 1,700 projects, with a federal contribution of approximately $3.1 billion and a total investment of $6.3 billion by all levels of government.

Calgary's new Green Line Light Rail Transit

Critical work to lay the foundation for Calgary's new Green Line Light Rail Transit is starting. Funding through Phase 1 of Canada's Investing in Canada plan and by the Government of Alberta will provide jobs to workers to move major utilities, remove buildings, relocate CN and CP railway tracks, and clean up former landfill sites and contaminated soil. All of these activities will ultimately deliver increased access to public transit services and opportunities for both residents and local businesses, as well as improved environmental outcomes.

The **Asset Management Fund** provides funding to support improved asset management and data collection at the community level. The **Capacity Building for Climate Change Challenges Fund** provides funding to build capacity in municipalities to help local governments understand and act on opportunities to reduce greenhouse gas emissions and strengthen municipal climate change resilience planning. Both programs are delivered by

the Federation of Canadian Municipalities under the names of "Municipal Asset Management Program" and "Municipalities for Climate Innovation Program".

Infrastructure investments funded through the remaining transfer payment programs under this Program are helping improve transportation through highways and roads, border infrastructure, marine infrastructure, regional and local airports, wastewater treatment, solid waste management and green energy infrastructure. Below is a summary of the key program-specific achievements in 2016–17.

New Building Canada Fund – National Infrastructure Component
In 2016–17, six projects were approved with a federal contribution of $1.58 billion and a total investment of almost $4.69 billion. The largest categories of investment under this program were highways and major roads, with a total federal investment of just over $1.5 billion, and marine infrastructure with a total federal investment of nearly $112 million.

Green Infrastructure Fund
Twenty projects have been approved under the Green Infrastructure Fund (up from the 18 projects reported in the 2015–16 Departmental Performance Report). This represents a federal commitment of close to $744 million. The largest category of investment, in terms of total eligible costs, is wastewater infrastructure, which is expected to reduce the volume and/or improve the level of treatment of wastewater effluent and support a clean environment. The second largest category of investment is green energy infrastructure, which is expected to have a positive impact on the security of the electricity supply in the respective jurisdictions.

Border Infrastructure Fund
Since the program began in 2003–04, a total of 12 projects have been approved with a federal contribution of $591 million and total value of $1.35 billion. Four projects with a federal contribution of $273 million and total value of $711 million are still underway.

Inuvik to Tuktoyaktuk Highway Fund
Over $187 million was paid to the Inuvik to Tuktoyaktuk Highway Fund to complete the most northern section of the Mackenzie Valley Highway, which will connect Canada's road network from coast to coast to coast. Unique construction techniques are being used to ensure that underlying continuous permafrost remains protected in a frozen state. Seventy-four percent of the workforce is from the Inuvik region or from other communities in the Northwest Territories. The official opening is planned for November 2017.

Inuvik to Tuktoyaktuk Highway

Slated to open in the fall of 2017, the new highway will decrease the cost of living in Tuktoyaktuk by enabling goods to be shipped by road year-round, increase opportunities for business development, reduce the cost of job-creating onshore oil and gas exploration, and strengthen Canada's sovereignty in the North.

Results achieved

Expected results	Performance indicators	Targets*	Date to achieve target	2016–17 Actual results	2015–16 Actual results	2014–15 Actual results
Infrastructure Canada's funding leverages investments in infrastructure by other partners to increase overall investment in public infrastructure for Canadians	Funding leveraged from partners as a percentage of federal funding (committed)	129%	March 31, 2017	358%[7]	154%	160%
National priority infrastructure projects delivered using traditional procurement are implemented that promote economic growth, livable communities and a cleaner environment	Number of national infrastructure priority projects completed	4	March 31, 2017	1	13	12
	Value of national infrastructure priority projects completed	$479,418,860	March 31, 2017	$236 million	$1.6 billion	$1.46 billion

* **Annual targets** estimated up to March 31, 2017 as stated in the 2016–17 Report on Plans and Priorities. Rolled-up targets for this Program are based on the following transfer payment programs: the New Building Canada Fund-National Infrastructure Component, the Green Infrastructure Fund, the Border Infrastructure Fund, and the Inuvik to Tuktoyaktuk Highway Fund. (The targets do not include Public Transit Infrastructure Fund, Clean Water and Wastewater Fund, Asset Management Fund or Capacity Building for Climate Change Challenges Fund, as these programs were not approved at the time when 2016–17 Report on Plans and Priorities was published.)

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
174,342,089[8]	49,588,756	1,646,617,194[9]	164,694,236	115,105,480

7 Under Program 1.3, one project was completed in the fiscal year 2016–17, with a federal contribution of $51.5 million and a total eligible cost of $236 million, leading to 358% in funding leveraged.

8 As stated in the 2016–17 Report on Plans and Priorities, the 2016–17 Main Estimates was higher than the 2016-17 Planned Spending under this Program as it included funding that Infrastructure Canada had determined it would not spend in the fiscal year. As such, funding from 2016–17 will be re-profiled to future years and remains committed for infrastructure projects. This applies largely to the following transfer payment programs: Public Transit Infrastructure Fund, Clean Water and Wastewater Fund and New Building Canada Fund – National Infrastructure Component.

9 The 2016-17 Total authorities available for use under this program were increased as additional funding was obtained for the first phase of the Investing in Canada Plan through 2016–17 Supplementary Estimates.

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
24	34	10

Program 1.4: Large-Scale Infrastructure Investments

Description

This program invests in infrastructure projects of national, regional and/or local significance. Funding through this program leverages additional contributions from other funding partners for eligible infrastructure projects. Funding may be jurisdictionally allocated. Actual payments are provided as work progresses under the terms of signed contribution agreements. This program uses funding from the following transfer payments: the New Building Canada Fund – Provincial-Territorial Infrastructure Component – National and Regional Projects, Building Canada Fund – Major Infrastructure Component, and the Canada Strategic Infrastructure Fund.

Results

Large-scale infrastructure investments funded through the transfer payments under this Program are contributing to improvements in transport mobility and safety, drinking water, disaster mitigation infrastructure, broadband connectivity, wastewater treatment, innovation, green energy, as well as supporting economic growth and enhancing the quality of life of Canadians. Below is a summary of the key program-specific achievements in 2016–17.

New Building Canada Fund – Provincial-Territorial Infrastructure Component – National and Regional Projects

In 2016–17, Infrastructure Canada and its partners made progress in the implementation of the Provincial-Territorial Infrastructure Component – National and Regional Projects. Ninety-one additional projects were approved, with a federal contribution of $3.45 billion and a total value of $7.6 billion.

Since the program began in 2014–15, a total of 134 projects with a federal contribution of $4.24 billion have been approved. Two projects have already been completed.

Lions Gate Secondary Wastewater Treatment Plant, North Vancouver

The proposed project involves constructing a new secondary wastewater treatment plant to replace the existing Lions Gate primary wastewater treatment plant as well as sewer system upgrades. This project is being proposed in order to meet the federal Wastewater Systems Effluent Regulations and provincial wastewater treatment standards.

The largest categories of investment under the program are highways and major roads infrastructure, with a total federal investment of nearly $1.3 billion, and wastewater infrastructure, with a total federal investment of nearly $408 million. The total federal share allocated under this program is $9 billion.

Building Canada Fund – Major Infrastructure Component

Théâtre le Diamant, Québec City

Located in the heart of historic Old Quebec, near the Place d'Youville, Le Diamant project involves the construction of a 625 seat theatre, capable of hosting productions from Quebec, Canada, and throughout the world, including Robert Lepage's renowned theatre company Ex Machina.

During the reporting period, 15 projects with a federal contribution of $316 million and a total value of over $866 billion were completed. Construction began for 6 projects with a federal contribution of $57.6 million and a total value of $208 million. In addition, 63 projects were underway with a federal contribution of $3.6 billion and a total value of $10.9 billion.

Since the program began in 2008–09, a total of 194 projects have been approved with $6.2 billion in federal funding and a total value of $18.3 billion. The largest categories of investment under the program are: public transit infrastructure, with a total federal investment of nearly $2.62 billion, and local roads, with a total federal investment of nearly $928 million.

Canada Strategic Infrastructure Fund

During the reporting period, Infrastructure Canada and its federal delivery partners made progress to implement this program. Eighteen projects that had previously been approved

are still underway, with a federal contribution of $1.5 billion and a total value of $4 billion.

Since the program began in 2003–04, a total of 91 projects have been approved with $4.6 billion in federal funding and a total value of $12.4 billion. The largest categories of investment under this Fund are: highways and major roads, with a total federal investment of over $1.72 billion; and public transit, with a total federal investment of close to $1.52 billion.

Results achieved

Expected results	Performance indicators	Targets	Date to achieve target	2016–17 Actual results	2015–16 Actual results	2014–15 Actual results
Infrastructure Canada's funding leverages investments in infrastructure by other partners to increase overall investment in public infrastructure for Canadians	Funding leveraged from partners as a percentage of federal funding (committed)	155%	March 31, 2017	161%	191%	200%
	Number of large-scale infrastructure projects completed	43	March 31, 2017	22	176	146
Large-scale infrastructure projects delivered using traditional procurement are implemented that promote a stronger economy, livable communities and a cleaner environment	Value of large-scale infrastructure projects completed	$2,911,730,840	March 31, 2017	$2.4 billion	$9.9 billion	$13.7 billion
Large-scale projects delivered as public-private partnerships (P3) are implemented that promote economic growth	Number of large-scale projects delivered as a P3	1	March 31, 2017	1	8	N/A
	Value of large-scale projects delivered as a P3	$848,177,962	March 31, 2017	$848,177,962	$4.9 billion	N/A

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
1,269,427,535[10]	751,990,832	1,151,636,243[11]	703,602,026	(48,388,806)

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
72	75	3

Program 1.5: Infrastructure Investments in Small Communities and Rural Areas

Description

This program invests in infrastructure projects in small communities and rural areas to support local and/or regional priorities and economies. Funding through this program leverages additional contributions from other funding partners for eligible infrastructure projects. Funding may be jurisdictionally allocated. Payments are provided based on eligible costs incurred with respect to signed contribution agreements. This program uses funding from the following transfer payments: the New Building Canada Fund – Provincial-Territorial Infrastructure Component – Small Communities Fund, and the Building Canada Fund – Communities Component.

Results

Infrastructure projects funded through this Program are contributing to small communities and enhancing the quality of life of Canadians by improving highways and roads, wastewater treatment, drinking water, public transit, recreation, culture, capacity building, solid waste management, green energy and disaster mitigation. Below is a summary of the key program-specific achievements in 2016–17.

[10] As stated in the 2016–17 Report on Plans and Priorities, the 2016–17 Main Estimates was higher than the 2016–17 Planned spending under this Program, as it included funding that Infrastructure Canada had determined it would not spend in 2016-17. As such, funding from 2016–17 will be re-profiled to future years and remain committed for infrastructure projects in the future. This applies to the following transfer payment programs: New Building Canada Fund – National and Regional Projects, and Building Canada Fund – Major Infrastructure Component. This also includes funding for the Department's direct costs to the Gordie Howe International Bridge project.

[11] The 2016–17 Total authorities available for use under this program were increased, as additional funding was obtained through 2016–17 Supplementary Estimates for two projects under the first phase of the Investing in Canada Plan.

New Building Canada Fund-Provincial-Territorial Infrastructure Component – Small Communities Fund

In 2016–17, a total of $591,755,302 was transferred to the New Building Canada Fund – Provincial-Territorial Infrastructure Component – Small Communities Fund (PTIC-SCF). The funds were transferred from other federal infrastructure programs, increasing the total federal share committed for this particular program to $1.5 billion. During the reporting period, 177 projects were approved, representing $1.03 billion of the $1.5 billion federal share commitment. Projects approved in 2016–17 fall into a number of categories: public transit, drinking water, wastewater, recreation, highways and roads, solid waste management, as well as marine and tourism infrastructure.

South West Integrated Fibre Technology (SWIFT) Network, Southwestern Ontario

The scope of the project is to select service providers to build new and employ existing fibre optic infrastructure throughout Southwestern Ontario such that when the initial build phase of the project is completed in 2020, fibre optic access will be available in about 310 communities across the region to a population density as low as 4 person per square kilometre. It is the objective of SWIFT to connect virtually every resident, farmer, business, and public sector organization to fibre optics by 2040 and thereby contributing to the resurgence of the regional economy everyone needs.

Provincial and territorial governments consulted with municipalities to prioritize their PTIC-SCF funding by March 31, 2018. PTIC-SCF funding not formally prioritized by that date will be transferred to the federal Gas Tax Fund for use in the respective province or territory.

The Building Canada Fund-Communities Component

Since the program began in 2008-09, a total of 955 projects have been approved and $1.02 billion in federal funding was committed under the Building Canada Fund – Communities Component.

During the reporting period, the Department worked closely with federal delivery partners to close the program in all regions except Quebec. As such, there was an increased focus on completing projects and other program closure procedures, including reconciling financial records.

A total of 42 projects with a federal contribution of approximately $47 million and a total value of $150 million were completed in the 2016–17 fiscal year. About half of these projects are improving the quality of and access to drinking water. About a fifth of them are improving the treatment of wastewater and storm water effluent.

Another 52 projects with a federal contribution of approximately $98 million and a total value of $272 million are underway.

Specific to Quebec, the Building Canada Fund – Large Urban Centres Component supports projects in municipalities with populations of 100,000 or more. Through this fund, the Government of Canada set aside $200 million for Quebec's larger centres as part of the almost $2-billion allocation for Quebec through the Building Canada Fund. In 2016–17, Infrastructure Canada and its federal delivery partner made the following progress in implementing the Large Urban Centres Component:

- 4 projects with a federal contribution of over $19 million and a total value of $59 million were approved
- 25 projects with a federal contribution of approximately $184 million and a total value of over $576 million are underway

Results achieved

Expected results	Performance indicators	Targets*	Date to achieve target	2016–17 Actual results**	2015–16 Actual results	2014–15 Actual results
Infrastructure Canada's funding leverages investments in infrastructure by other partners to increase overall investment in public infrastructure for Canadians	Funding leveraged from partners as a percentage of federal funding (committed)	250%	March 31, 2017	197%	216%	232%
Infrastructure projects are implemented that promote a cleaner environment for small communities and rural areas	Number of small communities/rural areas infrastructure projects completed	55	March 31, 2017	39	266	731
	Value of small communities/rural areas infrastructure projects completed	$169,513,850	March 31, 2017	$78,315,312	$842 million	$2.06 billion
Infrastructure projects are implemented that promote liveable small communities and rural areas	Number of small communities/rural areas infrastructure projects completed	67	March 31, 2017	44	598	N/A
	Value of small communities/rural areas infrastructure projects completed	$260,869,080	March 31, 2017	$100,089,975	$1.25 billion	N/A
Infrastructure projects are implemented that promote stronger, small and rural economies	Number of small communities/rural areas infrastructure projects completed	20	March 31, 2017	19	228	N/A
	Value of small communities/rural areas infrastructure projects completed	$103,444,585	March 31, 2017	$42,505,278	$553 million	N/A

* **Annual targets**, estimated up to March 31, 2017. Targets for this program are based on the following transfer payment programs: the New Building Canada Fund – Provincial-Territorial Infrastructure Component – Small Communities Fund, the Building Canada Fund – Communities Component, and the Building Canada Fund – Large Urban Centres Component.

**Actual Results in 2016–17 are lower than in previous years due to the closure of the Building Canada Fund – Communities Component, except in Quebec.

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
131,922,508	227,236,114[12]	167,041,506[13]	157,116,165	(70,119,949)

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
16	17	1

Program 1.6: New Bridge for the St. Lawrence Corridor Project (commonly known as the New Champlain Bridge Corridor Project)

Description

In support of the Government of Canada's economic and safety priorities, this program ensures the overall delivery of the new bridge for the St. Lawrence corridor project in Montréal, Quebec. Infrastructure Canada is the authority charged with overseeing the delivery of this project which will provide a safe, secure and efficient crossing for local residents, commuters and commercial traffic. The new bridge and its corridor will contribute to the increased capacity and efficiency of gateway and corridor infrastructure regionally and nationally. The project is to be carried out as a public-private partnership.

Results

This bridge project continues to be successfully implemented as a public-private partnership. The project team is working closely with Signature on the Saint-Lawrence Group (SSL), the private partner, to ensure the timely delivery of the project by overseeing the Project Agreement and by reviewing work plans to ensure compliance. Structural design of the overall bridge including the cable-stayed bridge and both the east and west approaches is completed and construction has significantly advanced with bridge components now visibly emerging from the St. Lawrence. The Department

[12] As stated in the 2016–17 Report on Plans and Priorities, the planned spending was higher than the Main Estimates under this program as it included additional funding that Infrastructure Canada had determined it would spend in 2016–17.

[13] The 2016–17 Total authorities available for use under this Program were higher than the 2016–17 Main Estimates as for the territories, flexibility was provided to transfer funds between the New Building Canada Fund – Provincial-Territorial Infrastructure Component – National and Regional Projects and the New Building Canada Fund – Provincial-Territorial Infrastructure Component – Small Communities Fund.

worked diligently with SSL to coordinate construction on the main section of the bridge and on Highway 15, as well as marine work for the bridge piers.

Through close collaboration between Infrastructure Canada and SSL's environmental team, progress has been made to implement the Environmental Assessment mitigation measures during construction work. Additionally, the Habitat Compensation Projects overseen by Infrastructure Canada are advancing. Construction activities for the Île Lapierre Compensation project, which will offset losses due to construction in wetlands and fish habitat, started in the winter 2016–17. Also in 2016–17, the tender documentation for the Vaudreuil Rapids compensation project was finalized allowing the project tender process to begin in early 2017. Finally, the project concept for the Îles-de-la-Paix compensation project was completed, and the tender process to retain the services of a design engineer was launched.

Infrastructure Canada continued to work with stakeholders, public and private organizations and Canadians to promote the safety and efficiency of the crossing over the St. Lawrence. Negotiations are ongoing with SSL to move forward on a toll-free bridge.

Results achieved

Expected results	Performance indicators	Targets*	Date to achieve target	2016–17 Actual results	2015–16 Actual results	2014–15 Actual results
Champlain Trade Corridor infrastructure projects are implemented that promote a more prosperous Canada (safe and efficient transportation system that supports trade)	Number of completed infrastructure projects	4	October 31, 2019[14]	Ongoing	N/A	N/A
	Number of key structural components of the bridge fully constructed	31	November 30, 2017	Ongoing	N/A	N/A
P3 procurements of the Corridor projects are implemented that promote value-for-money for Canadian taxpayers through on-time and on-budget delivery of projects	Percentage of corridor projects completed on-time	100%	October 31, 2019	Ongoing	N/A	N/A
	Project is completed on-budget	$3.977B	December 1, 2049[15]	Ongoing	N/A	N/A

[14] Official opening of the main span to the public is scheduled for December 1, 2018 and the rest of the corridor for October 31, 2019.

[15] The performance target and the target date are based on the value and the timeframe of the Project Agreement signed with the private partner.

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
91,859,300	91,859,300	134,274,879[16]	28,165,895[17]	(63,693,405)

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
74	47	(27)

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Results

Internal Services contributes to the effective and efficient delivery of the Department's programs and services by providing essential support and services to the Department as a whole. During the reporting period, the Department continued to strengthen its overall effectiveness through several achievements.

The Department carried out significant policy work, including broad consultations with other federal departments, Canadians and key stakeholders across the country, to develop the Investing in Canada Plan as announced in the Fall Economic Statement and Budget 2017. The Department produced multiple documents for cabinet consideration

[16] The 2016-17 Total authorities available for use under this Program was higher than the 2016-17 Main Estimates and 2016-17 Planned spending as additional funding was obtained through 2016-17 Supplementary Estimates.

[17] The 2016-17 Actual spending under this program was lower than anticipated, and funding will be re-profiled to future years.

and in support of questions raised in the House of Commons and/or by members of Parliament as well as by Canadian citizens. In addition, the Department made multiple appearances at House or Senate Committees.

New teams were put in place to advance innovative approaches to infrastructure funding, via a new Canada Infrastructure Bank and a Smart Cities Challenge. The Canada Infrastructure Bank Transition Office worked diligently to help prepare the *Canada Infrastructure Bank Act*, to establish the Crown corporation. The Smart Cities Challenge team engaged with experts, stakeholders, governments and community leaders from across Canada to develop the challenge, setting the stage for an inclusive and impactful process, to be launched in 2017–18.

The Department began to implement the Treasury Board Policy on Results. It also led the development of a horizontal results framework for the Investing in Canada plan, in collaboration with other federal departments.

During the reporting period, Infrastructure Canada worked closely with Statistics Canada to develop Canada's Core Public Infrastructure Survey, launched in the summer of 2017. This Survey will assess the stock, condition and performance of Canada's public infrastructure assets and will allow the Government of Canada to report on the impact of its investments over time, and make smarter and more informed decisions on how and where to use future infrastructure funding for the greater benefit of Canadians

In November 2016, Infrastructure Canada and the National Research Council signed a memorandum of understanding providing $40 million to the National Research Council over a five-year period to deliver the Climate Resilient Buildings and Core Public Infrastructure Project. This project will integrate climate resilience into the design guides, codes and related materials for future infrastructure builds and rehabilitation work in Canada.

The Department implemented an innovative audit process to address the need for timely feedback on the Public Transit Infrastructure Fund and the Clean Water and Wastewater Fund. This just-in-time approach was used to assess key areas of the programs. Given their short duration, this approach allows for timely implementation of action plans to improve management practices.

In support of openness and transparency, the Department continued to deliver on the Open Government Implementation Plan by posting program datasets on the departmental website. An interactive investments map and a project tracking tool was added to the departmental website, providing Canadians with timely and accurate information about programs and initiatives. As well, proactive disclosures information was migrated from the departmental website to the Open Government Portal website (Canada.ca website).

The Department continued to engage with and inform Canadians about the Investing in Canada Plan through a wide range of communications activities, including events, news releases, web updates and social media outreach. It established a stronger social media presence with the launch of an official ministerial Twitter account and posts that use smartphone-friendly infographics. The Department also launched a new government-wide multi-partner infrastructure project signage program, developed in consultation with

provinces, territories, and municipalities, to inform Canadians about projects in their communities. The new signage is informational in nature, providing key details about a project, its benefits, cost and timelines.

To support a healthy, respectful and supportive work environment, the Department continued to implement wellness activities and programs such as the Employee Assistance Program, Informal Conflict Management Services, and a dedicated Values and Ethics Code. The Department held its annual Health and Wellness Fair during Healthy Workplace Month, and as part of the Infrastructure Canada Wellness Strategy, senior managers received mental health first aid training. To continue building greater awareness and support for mental health in the workplace, employees participated in the Not Myself Today campaign.

The Department continued to support and oversee the Crown corporations Jacques Cartier and Champlain Bridges Incorporated and the Windsor–Detroit Bridge Authority by ensuring that they had access to the parliamentary appropriations and approvals needed to carry out their priorities.

For the Gordie Howe International Bridge Project, the Department completed the real property acquisition in Canada in February 2017, and is developing the long-term land lease with Windsor–Detroit Bridge Authority.

Budgetary financial resources (dollars)

2016–17 Main Estimates	2016–17 Planned spending	2016–17 Total authorities available for use	2016–17 Actual spending (authorities used)	2016–17 Difference (actual minus planned)
29,976,406	29,976,406	48,291,361[18]	48,291,361	18,314,955

Human resources (full-time equivalents)

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
170	194	24

[18] The 2016–17 Total authorities available for use under this Program was higher than the 2016–17 Main Estimates and 2016–17 Planned spending, as additional funding was obtained through 2016–17 Supplementary Estimates.

Analysis of trends in spending and human resources

Actual expenditures

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2016–17 Total Authorities Available for Use	2016–17 Actual Spending (authorities used)	Difference (actual minus planned)
3,869,509,257[19]	3,322,632,827	5,349,161,397[20]	3,207,766,272	(114,866,555)

Human Resources (Full-Time Equivalents [FTEs])

2016–17 Planned	2016–17 Actual	2016–17 Difference (actual minus planned)
380	385	5

Departmental Spending Trend

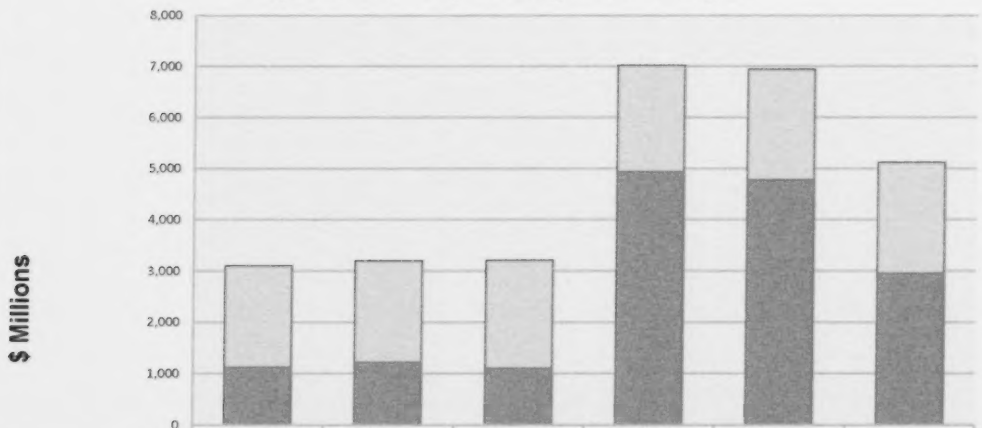
In 2016–17 Infrastructure Canada's total spending is over $3.2 billion. Departmental spending has been increasing slowly for the past three years, and in 2016–17, the Department started to implement the new programs under the Investing in Canada Plan Phase 1. The approval process for new programs under the Investing in Canada Plan Phase 2 also started in 2016–17, obtaining approval in June 2017. The implementation of these new programs is starting in 2017–18, with funding being obtained through 2017–18 Supplementary Estimates processes.

After peaking in 2011–12 to over $4.5 billion in spending, the departmental spending had continued to rise until 2013–14 at over $3.5 billion, but it started to decline in 2014–15. Even though the new programs under the New Building Canada Fund were approved and implementation had started in 2014–15, departmental spending reached a record low in six years, as many of the existing programs were approaching completion.

In 2016–17, the Department introduced the transfer of funding from older federal infrastructure programs (Voted spending) through the Gas Tax Fund to ensure that funds were directed towards municipal infrastructure priorities in the near term. This was funding that had not been prioritized for projects by provinces and territories by March 31, 2016.

[19] The 2016–17 Main Estimates was higher than the 2016–17 Planned spending as it included $546,876,430 in funding that Infrastructure Canada had determined it would not spend in 2016–17.

[20] The 2016–17 Total authorities available for use were increased in 2016–17 as additional funding was obtained through 2016–17 Supplementary Estimates, including new programs under the initial phase of the Investing in Canada Plan.



	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Statutory*	1,974	1,974	2,103	2,075	2,173	2,174
Sunset Programs**	1,121	1,216	1,105	4,937	4,769	2,944
Total	3,095	3,190	3,207	7,011	6,942	5,118

***Statutory** spending includes some operating expenses, and the federal Gas Tax Fund program which became permanent in 2014-15. In 2016-17, $30,155,357 in Voted spending flowed to provinces and territories through the federal Gas Tax Fund, as legacy funding was transferred from sunsetting programs to the federal Gas Tax Fund. The transfer of legacy funding (Voted spending) through the federal Gas Tax Fund ensures that funds are directed towards municipal infrastructure priorities in the near term.

****Sunset Programs** are time-limited programs that do not have an ongoing funding nor policy authority.

Infrastructure Canada provides funding for large and complex public infrastructure projects, and in 2016–17 there were large variances for Program 1.3 Investments in National Infrastructure Priorities and Program 1.4 Large-Scale Infrastructure Investments. For these programs as well as for Program 1.6 New Bridge for the St. Lawrence Corridor Project, after construction has started, a number of factors beyond the control of funding recipients can result in lower spending than anticipated. These factors range from lower than anticipated project costs, to project delays as a result of inclement weather, and technical and other construction-related complexities. It is also important to note that federal funding does not actually flow to recipients until they have submitted their claims for actual costs incurred.

Over the years, Infrastructure Canada's annual spending lapse has been relatively high. In 2016–17, the Department lapsed over $2.14 billion in spending authorities. However, lapsed authorities are re-profiled to the future and the funding remains committed to the infrastructure programs. The re-profiling of funds is necessary as projects are not completed on a yearly appropriated schedule and partners do not submit their claims in a given fiscal year as expected, which leads to federal funding not always flowing as planned.

Budgetary performance summary for Programs and Internal Services (dollars)

Programs and Internal Services	2016-17 Main Estimates	2016-17 Planned Spending	2017-18 Planned Spending	2018-19 Planned Spending	2016-17 Total Authorities Available for Use	2016-17 Actual Spending (Authorities Used)	2015-16 Actual Spending (Authorities Used)	2014-15 Actual Spending (Authorities Used)
Funding for Provincial-Territorial Priorities	97,380,082	97,380,082	56,608,537	27,826,737	97,327,297[21]	3,064,280[22]	50,036,481	25,078,120
Permanent and Flexible Public Infrastructure Funding	2,074,601,337	2,074,601,337	2,074,765,524	2,173,390,051	2,103,972,917[23]	2,102,832,309[24]	1,974,079,201	1,974,387,706
Investments in National Infrastructure Priorities	174,342,089[25]	49,588,756	3,058,211,074	2,627,519,290	1,646,617,194[26]	164,694,236	84,854,656	139,119,440
Large-Scale Infrastructure Investments	1,269,427,535[27]	751,990,832	1,026,254,190	1,130,874,062	1,151,636,243[28]	703,602,026	887,432,688	787,479,954
Infrastructure Investments in Small Communities and Rural Areas	131,922,508	227,236,114[29]	162,625,742	199,623,092	167,041,506[30]	157,116,165	88,141,483	92,993,364
New Bridge for the St. Lawrence Corridor Project	91,859,300	91,859,300	590,744,529	740,219,869	134,274,879[31]	28,165,895[32]	66,281,311	40,687,967
Subtotal	**3,839,532,851**	**3,292,656,421**	**6,969,209,596**	**6,899,453,101**	**5,300,870,036**	**3,159,474,911**	**3,150,825,820**	**3,059,746,551**
Internal Services	29,976,406	29,976,406	42,454,205	43,012,828	48,291,361[31]	48,291,361	39,615,936	36,135,562
Total	**3,869,509,257**	**3,322,632,827**	**7,011,663,801**	**6,942,465,929**	**5,349,161,397**	**3,207,766,272**	**3,190,441,756**	**3,095,882,113**

21 The 2016-17 Total authorities available for use under this Program was lower than the 2016-17 Main Estimates as the operating amount was readjusted for 2016-17.

22 The 2016-17 Actual spending under this Program was lower than anticipated, as the Department received fewer claims for completed projects than expected.

23 The 2016-17 Total authorities available for use under this Program were higher than the 2016-17 Main Estimates as funding authorities were transferred from older federal infrastructure programs to flow through the federal Gas Tax Fund to provinces and territories in accordance with Budget 2016. This transfer of funding authorities (Voted spending) ensures that funds will be directed towards municipal infrastructure priorities in the near term.

24 Funding under this program typically represents statutory spending. However the 2016-17 Actual Spending also includes Voted spending, which is the transfer of funding from older federal infrastructure programs to provinces and territories through the federal Gas Tax Fund. The transfer of Voted spending through the federal Gas Tax Fund ensures that funds will be directed towards municipal infrastructure priorities in the near term.

25 As stated in the 2016-17 Report on Plans and Priorities, the 2016-17 Main Estimates was higher than the 2016-17 Planned Spending under this Program as it included funding that Infrastructure Canada had determined it would not spend in the fiscal year. As such, funding from 2016-17 will be re-profiled to future years and remains committed for infrastructure projects. This applies largely to the following transfer payment programs: Public Transit Infrastructure Fund, Clean Water and Wastewater Fund and New Building Canada Fund-National Infrastructure Component.

26 The 2016-17 Total authorities available for use under this program were increased as additional funding was obtained for the first phase of the Investing in Canada Plan through 2016-17 Supplementary Estimates.

27 As stated in the 2016-17 Report on Plans and Priorities, the 2016-17 Main Estimates was higher than the 2016-17 Planned spending under this Program as it included funding that Infrastructure Canada had determined it would not spend in 2016-17. As such, funding from 2016-17 will be re-profiled to future years and remain committed for infrastructure projects in the future. This applies to the following transfer payment programs: New Building Canada Fund-National and Regional Projects and Building Canada Fund-Major Infrastructure Component. This also includes funding for the Department's direct costs to the Gordie Howe International Bridge project.

28 The 2016-17 Total authorities available for use under this program were increased, as additional funding was obtained through 2016-17 Supplementary Estimates for two projects under the first phase of the Investing in Canada Plan.

29 As stated in the 2016-17 Report on Plans and Priorities, the planned spending was higher than the Main Estimates under this program as it included additional funding that Infrastructure Canada had determined it would spend in 2016-17.

30 The 2016-17 Total authorities available for use under this Program were higher than the 2016-17 Main Estimates as for the territories, flexibility was provided to transfer funds between the New Building Canada Fund-Provincial-Territorial Infrastructure Component-National Research Priorities and the New Building Canada Fund-Provincial-Territorial Infrastructure Component-Small Communities Fund.

31 The 2016-17 Total authorities available for use under this Program was higher than the 2016-17 Main Estimates and 2016-17 Planned spending as additional funding was obtained through 2016-17 Supplementary Estimates.

32 The 2016-17 Actual spending under this program was lower than anticipated, and funding will be re-profiled to future years.

Actual human resources

Human resources summary for Programs and Internal Services (full-time equivalents)

Programs and Internal Services	2014–15 Actual	2015–16 Actual	2016–17 Planned	2016–17 Actual	2017–18 Planned	2018–19 Planned
Funding for Provincial-Territorial Priorities	2	3	1	3	1	1
Permanent and Flexible Infrastructure Funding	18	22	23	15	22	23
Investments in National Infrastructure	24	27	24	34	46	51
Large-Scale Infrastructure Investments	57	68	72	75	84	81
Infrastructure Investments in Small Communities and Rural Areas	25	32	16	17	15	15
New Bridge for the St. Lawrence Corridor Project	37	44	74	47	89	89
Subtotal	**163**	**196**	**210**	**191**	**257**	**260**
Internal Services	170	161	170	194	158	155
Total	**333**	**357**	**380**	**385**	**415**	**415**

Expenditures by vote

For information on the Infrastructure Canada's organizational voted and statutory expenditures, please consult the Public Accounts of Canada 2017.[ii]

Alignment of spending with the whole-of-government framework

Alignment of 2016–17 actual spending with the whole-of-government framework[iii] (dollars)

Program	Spending area	Government of Canada activity	2016–17 Actual spending
Funding for Provincial-Territorial Priorities	Economic Affairs	Strong Economic Growth	3,064,280
Permanent and Flexible Public Infrastructure Funding	Economic Affairs	Strong Economic Growth	2,102,832,309
Investments in National Infrastructure Priorities	Economic Affairs	Strong Economic Growth	164,694,236
Large-Scale Infrastructure Priorities	Economic Affairs	Strong Economic Growth	703,602,026
Infrastructure Investments in Small Communities and Rural Areas	Economic Affairs	Strong Economic Growth	157,116,165
New Bridge for the St. Lawrence Corridor Project	Economic Affairs	Strong Economic Growth	28,165,895

Total spending by spending area (dollars)

Spending area	Total planned spending	Total actual spending
Economic affairs	3,292,656,421	3,159,474,911

Financial statements and financial statements highlights

Financial statements

Infrastructure Canada's financial statements [unaudited] for the year ended March 31, 2017, are available on the Department's website.

Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2017 (dollars)

Financial information	2016–17 Planned results	2016–17 Actual	2015–16 Actual	Difference (2016–17 actual minus 2016–17 planned)	Difference (2016–17 actual minus 2015–16 actual)
Total expenses	3,322,632,000	3,193,051,000	3,142,678,000	(129,581,000)	50,373,000
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	3,322,632,000	3,193,051,000	3,142,678,000	(129,581,000)	50,373,000

Condensed Statement of Financial Position (unaudited) as at March 31, 2017 (dollars)

Financial Information	2016–17	2015–16	Difference (2016–17 minus 2015–16)
Total net liabilities	1,371,502,000	767,084,000	604,418,000
Total net financial assets	147,458,000	188,880,000	(41,422,000)
Departmental net debt	1,224,045,000	578,204,000	645,841,000
Total non-financial assets	1,371,707,000	641,447,000	730,260,000
Departmental net financial position	147,662,000	63,243,000	84,419,000

Supplementary information

Corporate information

Organizational profile

Appropriate minister: The Honourable Amarjeet Sohi, P.C., M.P.

Institutional head: Kelly Gillis

Ministerial portfolio: Minister of Infrastructure and Communities

The Office of Infrastructure of Canada is part of the Infrastructure and Communities portfolio. The portfolio includes the following:

- The Jacques Cartier and Champlain Bridges Incorporated (JCCBI)[iv], a Crown corporation[1] whose mandate is to ensure users' safe passage on its structures located in the Greater Montréal Area by their proper management, maintenance and repair, while respecting the environment and optimising traffic flow.

- The Windsor-Detroit Bridge Authority (WDBA),[v] a Crown corporation[33] responsible for delivering a new publicly-owned international crossing between Windsor, Ontario and Detroit, Michigan, through one or more public-private partnerships (P3). The WDBA is presently undergoing a procurement process to select a private sector partner for the design, construction, financing, operation and maintenance of the new bridge, which has been named the Gordie Howe International Bridge

- PPP Canada Inc.[vi] is a federal parent Crown corporation named in Part 1 of Schedule III of the Financial Administration Act and was incorporated pursuant to the Canada Business Corporations Act. PPP Canada Inc. reports to Parliament through the Minister of Infrastructure and Communities effective July 8, 2016.

- The Minister of Infrastructure and Communities was also designated as the Minister responsible for federal matters relating to the Toronto Waterfront Revitalization Initiative effective November 4, 2015. In 2000, the Government of Canada, the Province of Ontario, and the City of Toronto each announced a commitment of $500 million to fund the Initiative. The Toronto Waterfront Revitalization Corporation, which is a not-for-profit corporation publicly known as Waterfront Toronto, was established in 2001.

[33] Crown corporations are public institutions or entities that operate at arm's length from the Government, and as public institutions, they are ultimately accountable to the Government. Crown corporations follow a different planning cycle than the government planning cycle, and report to Parliament through two key types of documents: the corporate plan summary, including the budget summaries and the annual report.

Enabling instrument[s]:

- Canada Strategic Infrastructure Fund Act (2002, c. 9, s. 47) (CSIF)[vii];
- Order in Council PC 2004-0325[viii];
- The following pieces of legislation related to the federal Gas Tax Fund:
  - Keeping Canada's Economy and Jobs Growing Act, S.C. 2011, c. 24[ix]
  - Economic Action Plan 2013 Act, No. 1, S.C. 2013, c. 33, section 233[x]
- The following legislation and Order in Council related to the New Bridge for the St. Lawrence Corridor Project (commonly known as the New Champlain Bridge Corridor Project):
  - New Bridge for the St. Lawrence Act[xi]
  - Order in Council PC 2014-0144[xii]
- The following legislation, Orders in Council and Canada-Michigan Crossing Agreement related to the Gordie Howe International Bridge Project:
  - Crossing Agreement[xiii]
  - Bridge to Strengthen Trade Act, S.C. 2012, c. 31, s. 179[xiv]
  - Order in Council P.C. 2012-1350[xv]
  - Order in Council P.C. 2015-1236[xvi]
  - Order in Council PC 2015-1237[xvii]
  - Order in Council P.C. 2015-1238[xviii]
- The following Orders in Council related to Waterfront Toronto:
  - Order in Council P.C. 2015-1239[xix]
  - Order in Council P.C. 2015-1240[xx]

Year of incorporation/commencement: The Office of Infrastructure of Canada was established in 2002.

Other: Infrastructure Canada works in collaboration with Transport Canada to deliver some of its sunsetting transfer payment programs.

In addition, Infrastructure Canada works with Public Services and Procurement Canada as the contract authority for the New Champlain Bridge Corridor project.

Reporting framework

Infrastructure Canada's Strategic Outcome and Program Alignment Architecture of record for 2016–17 are shown below.

1. **Strategic Outcome:** Public Infrastructure for a More Prosperous Canada
   - **1.1 Program:** Funding for Provincial-Territorial Priorities
   - **1.2 Program:** Permanent and Flexible Infrastructure Funding
   - **1.3 Program:** Investments in National Infrastructure Priorities
   - **1.4 Program:** Large-Scale Infrastructure Investments
   - **1.5 Program:** Infrastructure Investments in Small Communities and Rural Areas
   - **1.6 Program:** New Bridge for the St. Lawrence Corridor Project

   Internal Services

Supplementary information tables

The following supplementary information tables are available on Infrastructure Canada's website:

- Departmental Sustainable Development Strategy
- Details on transfer payment programs of $5 million or more
- Horizontal initiatives
- Internal audits and evaluations
- Response to parliamentary committees and external audits
- Status report on transformational and major Crown projects

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Report on Federal Tax Expenditures.[xxi] This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

For more information about the Department and our infrastructure programs, please visit www.infrastructure.gc.ca or contact:

Office of Infrastructure of Canada
180 Kent Street, Suite 1100
Ottawa, Ontario
K1P 0B6

Telephone Infrastructure Canada: 613-948-1148

Toll-Free Number: 1-877-250-7154

Email: infc.info.infc@canada.ca

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (Plan ministériel)

Provides information on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

A Departmental Result represents the change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (Rapport sur les résultats ministériels)

Provides information on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

Evaluation (évaluation)

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine

questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2016–17 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiatives (initiative horizontale)

An initiative where two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (for example, by Cabinet or a central agency) as a horizontal initiative for managing and reporting purposes.

Management, Resources and Results Structure (Structure de la gestion, des ressources et des résultats)

A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)
A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)
The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (dépenses prévues)
For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

plans (plans)
The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities (priorité)
Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program (programme)
A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (architecture d'alignement des programmes)
A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

results (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

i. **The Minister's mandate letter**, http://pm.gc.ca/eng/mandate-letters
ii. **Public Accounts of Canada 2017**, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html
iii. **Whole-of-government framework**, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#tag-nav/~(current_branch~'GOCO~sort_key~'name~sort_direction~'asc~open_nodes~(~'tag_SA0001~'tag_SA9999~'tag_SA0002~'tag_SA0003~'tag_SA0004~'tag_SA0005))
iv **Jacques Cartier and Champlain Bridge**, http://jccbi.ca/

v **Windsor-Detroit Bridge Authority**, https://www.wdbridge.com/

vi **PPP Canada**, http://www.p3canada.ca/en/

vii **Canada Strategic Infrastructure Act**, http://laws-lois.justice.gc.ca/eng/acts/c-10.3/page-1.html

viii **Order in Council PC 2004-0235**, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=2004-0325&txtFromDate=&txtToDate=&txtPrecis=&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=6282&blnDisplayFlg=1

ix **Keeping Canada's Economy and Jobs Growing Act**, http://laws-lois.justice.gc.ca/eng/annualstatutes/2011_24/page-1.html

x **Economic Action Plan 2013 Act**, http://laws-lois.justice.gc.ca/eng/annualstatutes/2013_33/page-1.html

xi **New Bridge for the St. Lawrence Act**, http://www.laws.justice.gc.ca/eng/acts/N-22.6/

xii Order in Council PC 2014-0144, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&txtToDate=&txtPrecis=&Page=secretariats&txtOICID=2014-0281&txtAct=&txtBillNo=&txtFromDate=&txtDepartment=&txtChapterNo=&txtChapterYear=&rdoComingIntoForce=&DoSearch=Search+/+List&pg=28&viewattach=28923&blnDisplayFlg=1

xiii **Crossing Agreement**, http://www.partnershipborderstudy.com/crossing-agreement.asp

xiv **Bridge to Strengthen Trade Act**, http://www.laws.justice.gc.ca/eng/acts/B-8.05/

xv Order in Council P.C. 2012-1350, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=&txtOICID=2012-1350&txtFromDate=&txtToDate=&txtPrecis=&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=26598&blnDisplayFlg=1

xvi Order in Council P.C. 2015-1236, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&txtToDate=&txtPrecis=&Page=secretariats&txtOICID=2015-1237&txtAct=&txtBillNo=&txtFromDate=&txtDepartment=&txtChapterNo=&txtChapterYear=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31598&blnDisplayFlg=1

xvii **Order in Council 2015-1237**, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=2015-1237&txtFromDate=&txtToDate=&txtPrecis=&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31599&blnDisplayFlg=1

[xviii] Order in Council P.C. 2015-1238, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=2015-1238&txtFromDate=&txtToDate=&txtPrecis=&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31600&blnDisplayFlg=1

[xix] Order in Council P.C. 2015-1239, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=&txtFromDate=2015-11-01&txtToDate=2015-11-10&txtPrecis=waterfront+toronto&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31601&blnDisplayFlg=1

[xx] Order in Council P.C. 2015-1240, http://www.pco-bcp.gc.ca/oic-ddc.asp?lang=eng&Page=secretariats&txtOICID=&txtFromDate=2015-11-01&txtToDate=2015-11-10&txtPrecis=waterfront+toronto&txtDepartment=&txtAct=&txtChapterNo=&txtChapterYear=&txtBillNo=&rdoComingIntoForce=&DoSearch=Search+%2F+List&viewattach=31602&blnDisplayFlg=1

xxi. **Report on Federal Tax Expenditures**, http://www.fin.gc.ca/purl/taxexp-eng.asp